

THE STORY  
OF AN*Ambitious Man...*WHO MADE JOBS FOR  
THOUSANDS THROUGH FREE  
ENTERPRISE

WHEN HIS STRAW HAT FELL AND A HORSE AND MAN RAN TO RECLAIM A FIVE-YEAR-OLD MILTON MERSEY NOTED THE PRINTING BUSINESS WAS NOT HIS FORTUNE. THE OWNER OF THE SMALL NEWSPRINT WAS SETTLED WITH THE SAME IDEA AND WROTE WHICH THE STORY.

WHAT AT THE TIME AND ALL THE ELEMENTS OF A MAJOR TRAGEDY IN REALITY WAS A TURNING POINT IN THE CAREER OF THE YOUTH WHO WAS TO BECOME THE FOUNDER OF THE LARGEST CONSUMER OF ITS HAND IN THE WORLD AND AN OUTSTANDING INNOVATION IN BUSINESS METHODS STILL OPERATE.



DESCENDANT OF A LONG LINE OF WAIVES EMIGRES, MILTON MERSEY WAS BORN ON A FARM IN EASTERN PENNSYLVANIA IN 1867. AS A BOY HE WAS OLD ENOUGH HE HELPED WITH THE FARM CHORES, AND ATTENDED A SMALL NEARBY SCHOOL, WHERE HIS UNCLE WAS THE TEACHER.



WHEN MILTON WAS SEVEN THE FAMILY MOVED TO GARDEN THAT WAS A HORRIBLE DAY, JULY 2, 1868, WITH NORTHERN AND CONFEDERATE ARMY'S BATTLES AT GETTYSBURG, ONLY 50 MILES AWAY AND ALARMED RESIDENTS SURVIVING THEIR VALUABLES IN FEAR OF AN INVASION.



IT WAS IN 1892 THAT MERSEY HAD HIS BRIEF NEWSPRINT EXPENSES. LATER HE REINVESTED HIMSELF FOR FOUR YEARS TO A CANDY MANUFACTURER IN LANCASTER, PENNSYLVANIA. THIS BUSINESS WAS MORE TO HIS Liking AND HE BECAME AN EXPERT CHOCOLATE MAKER.



AT THE END OF HIS APPRENTICESHIP, MERSEY WROTE OUT FOR HIMSELF WITH LITTLE HE HAD BEEN ABLE TO SAVE FROM HIS UNCLE. LATER HE AND A LONG FROM AN AUNT HE OPENED A CANDY SHOP IN PHILADELPHIA. THIS VENTURE FAILED BUT MERSEY WAS NOT DISCOURAGED.



BACK IN LANCASTER IN 1896, HE LAUNCHED A CARMEL COMPANY, CARRYING THE CARMELS WITH A BUTTER KNIFE WHILE FOUR GIRLS PACKED THEM IN BOXES. FIFTEEN YEARS LATER LANCASTER TO TRAM HAD A COMPANY HIS COMPETITOR GAVE HIM A CERTIFIED CHECK FOR \$100,000—AND THE MOTHER, BERTHA WILSON, CAME DOWN.



MERSEY HAD NEVER SUSPECTED OF REMAINING A GERMAN MACHINE FOR CONDENSING MILK THAT HE HAD PURCHASED AT THE WORLD'S COLUMBIAN EXPOSITION IN CHICAGO. EXPERIMENTING WITH THIS, HE EVOLVED THE CHOCOLATE BAR FROM WHICH GROW THE MERSEY CHOCOLATE CO. THAT FIRST FACTORY A MODEL IN FAIR WAS BUILT IN A CORNHILL IN A HILL FROM WHERE MERSEY WAS BORN.



AS THE NEW BUSINESS FLOURISHED MERSEY GOT WITH MOST OF THE MILLION DOLLARS HE RECEIVED FOR THE CARMEL CO. TO DEVELOP HIS DREAM OF A CARMEL COMPANY FOR HIS FUTURE. THIS DREAM WAS A MAJOR MOTIVATION FOR HIS EVERY EDUCATIONAL, SOCIAL AND RECREATIONAL ACTIVITY—A CITY THE LINE OF WHICH HE TO THE ROAD AND LITERATURE—NOT AGAINST THE EXHIBITION BACKGROUND OF THE BLUE ANNUALS.



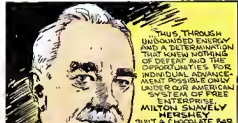
ON THAT HORRIBLE MORNING DAY IN 1868, HIS PROTEST AT THE MOVIE FROM THE RUSSIA HE LOVED A BAREFOOTED BOY KICKED UP THE DUST IN THE ROAD AND KID HIS MOTHER. "I BETHA WILSON JUST TO BE WORTH A MILLION DOLLAR DOLLARS TELL ME OF GOOD LUCKY BOYS." THE MOTHER, BERTHA WILSON, CAME DOWN. IT WAS AN UNDERSTANDING WITHIN FAMILY.



"MY BOSS'S PRIDE" BECAME A REALITY EARLY IN THE HISTORY OF A RESPECTABLE ESTABLISHMENT OF AN INDUSTRIAL SCHOOL. DURING HIS LIFE TIME, MR. MERSEY HAD MORE THAN 1000 GRADUATES. HE GRADUATED WITH A HIGH SCHOOL EDUCATION AND THE EQUIPMENT OF A TRADE OR A BUSINESS TRAINING FOR COMMERCIAL SERVICE. LITTLE WENT ON TO PROFESSIONAL CAREERS.



ALONG HIS PHILADELPHIA AND BETHLEHEM THE ALUMNI HAD A PRACTICAL SIDE IN HIM. MERSEY TOOK OVER FOURTEEN ISOLATED SCHOOLS, CONSIDERING THEM IN THE MIDDLE MERSEY SCHOOLS OF DIVERSITY TRAINING WITH BUILDING AND EQUIPMENT COSTING \$100,000—INCLUDING A COMPLETELY EQUIPPED VO-CATIONAL SCHOOL. MERSEY JUNIOR COLLEGE HAS HIS SIDE SUPPORT.



"THIS THROUGH UNDAUNTED ENERGY AND A DETERMINATION THAT KNOW NOTHING OF DEFEAT AND THE OPPORTUNITIES FOR INDIVIDUAL ADVANCEMENT POSSIBLE ONLY UNDER OUR AMERICAN SYSTEM OF FREE ENTERPRISE, MILTON MERSEY HAD A CHOCOLATE BAR INTO A MULTI-MILLION INDUSTRY. HIS GOOD FORTUNE IN THE DETERMINATION OF HIS FELLOW MEN."

SPONSORED BY WICHITA FIRMS BUILT BY FREE ENTERPRISE WHO BELIEVE THAT  
OUR GREATEST INTERNAL THREAT TO THE AMERICAN WAY OF LIFE IS  
THE RESTRICTION OF FREE ENTERPRISE.

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ALTHOUGH IT PASSED UNNOTICED JOHN H. BEECH, A BORN "GEEK" INVENTOR AND MECHANICAL ANKLE...  
...IT WAS THEN THAT **WALTER H. BEECH**, DESTINED TO BECOME WORLD FAMOUS IN INVENTION, MADE HIS FIRST SOLO FLIGHT AT MINNEAPOLIS, MINN., IN A PATCHED-UP PRIMITIVE CUBES FLUMBER TRAPPLANE.



BEECH, A BORN "GEEK" FIRST ATTEMPTED FLIGHT ON THE FARM NEAR PULASKI, TENN., WHERE HE WAS BORN JANUARY 1891. HE RIGGED UP A CRUDE GUIDER FRAME, DOKK HIS MOTHER'S BEST BED SHEETS FOR WING COVERING, TOOK OFF FROM THE BARN ROCK, AND LANDED, WITH THE GUIDER A TOTAL WRECK, AGAINST A WARE FENCE.



ON LEAVING BARN MACHINERY AND A COURSE AT GILES COLLEGE, PULASKI, GRADUATED BEECH MECHANICALLY TO INSTALL AND SERVICE MUNICIPAL PLANTS AND WATER PUMPS.



BECOMING GILES ENGINEER FOR AN AMERICAN TRUCK COMPANY HE TRIPLED EARNINGS FOR TWO YEARS AS MANUFACTURER'S REPRESENTATIVE.



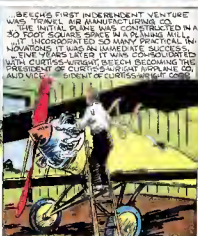
THAT FASCINATING SOLO FLIGHT IN MINNEAPOLIS...  
...BEECH ENLISTED IN THE AIR SERVICE. FOR THREE YEARS, AS PILOT ENGINEER, HE FLEW THE "CRATES" THEN IN USE. IT WAS DULL, AND RISKY BUT RICH IN EXPERIENCE...



WITH THE WAR OVER BEECH RISKED HIS NECK FOR TWO YEARS AS A STUNT FLYER. THEN HE PARKED HIS WAR SERVICE CREDIT IN A FIELD OF SIDE WINDMILLS, KANSAS, AND WROTE HANGGLY TO THE SWALLOW AIRCRAFT CO. AS DESIGNER AND GALEST ALAN...



THOSE WERE STRENUOUS DAYS. TO PROVE WHAT SWALLOW PLUMES COULD DO BEECH ENTERED AND WON THE LEADING AIR CLASSICS OF THE TIME. TWO YEARS OF LANCING MUSTLE FOUND HIM GENERAL MANAGER OF THE SWALLOW CO. THAT WOULD HAVE SATISFIED MOST MEN—BUT NOT BEECH.



BEECH'S FIRST INDEPENDENT VENTURE WAS TRAVEL AIR MANUFACTURING CO. THE INITIAL PLANE WAS CONSTRUCTED IN A 30 FOOT SQUARE SPACE IN A PLANKING MILL. IT INCORPORATED SO MANY PRACTICAL INNOVATIONS IT WAS AN IMMEDIATE SUCCESS. FIVE YEARS LATER IT WAS CONSOLIDATED WITH CURTIS-WRIGHT BECOMING THE PRESIDENT OF CURTIS-WRIGHT AIRPLANE CO. ALSO VICE PRESIDENT OF CURTIS-WRIGHT CORP.



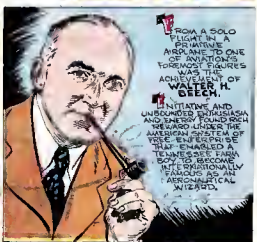
THE PIONEERING SPIRIT THAT KNEW NO DEFEAT LED BEECH, ON APRIL 1, 1933, IN THE MIDST OF ONE OF AMERICA'S WORST DEPRESSIONS, TO FUND HIS FIRST DOLLAR AND THE BEECH AIRCRAFT CORPORATION OF WHICH HE WAS PRESIDENT UNTIL HIS DEATH IN NOVEMBER, 1950.



AGAIN BEECH DURING PAID OFF, NOT ONLY TO HIM, BUT ALSO A MUCH LARGER WAY TO THE U.S. WHICH WOULD BE THE BEECH AIRCRAFT CO. WAS REQUIRED TO AND READY TO PRODUCE PLUMES IN A COUNTRY OF THE MAN IN HIGHEST FACTOR IN THE WINNING OF THAT TITANIC CONFLICT.



A DETERMINING FACTOR IN BEECH'S DECISION WAS OLIVE ANN MELLOR, A KANSAS FARM GIRL WHO HAD BEEN HIS SECRETARY, AND WHOM HE WED FEB. 24, 1930. HE LEANED HEAVILY ON HER JUDGMENT. SOON AFTER HIS DEATH SHE WAS MADE PRESIDENT OF THE COMPANY.



FROM A SOLO FLIGHT IN A PRIMITIVE AIRPLANE TO ONE OF AMERICA'S FINEST PLUMES WAS THE ACHIEVEMENT OF **WALTER H. BEECH**. INITIATIVE AND UNBROKEN ENTHUSIASM AND ENERGY FOUND RICH REWARD UNDER THE AMERICAN SYSTEM OF FREE ENTERPRISE. THAT ENABLED A TENNESSEE FARM BOY TO BECOME AIRCRAFT MANUFACTURER AND AERONAUTICAL INVENTOR.

SPONSORED BY WICHITA FIRMS BUILT BY FREE ENTERPRISE WHO BELIEVE THAT  
OUR GREATEST INTERNAL THREAT TO THE AMERICAN WAY OF LIFE IS  
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# CLARENCE W. AVERY

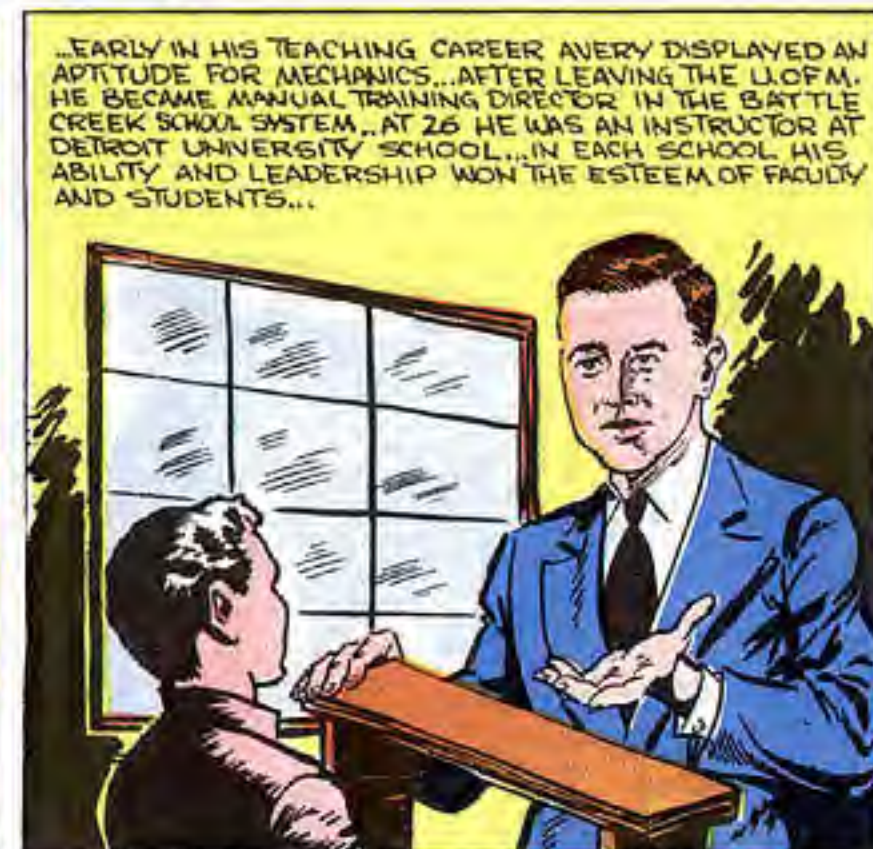
1882-1949, From Teaching to Industry and Leadership



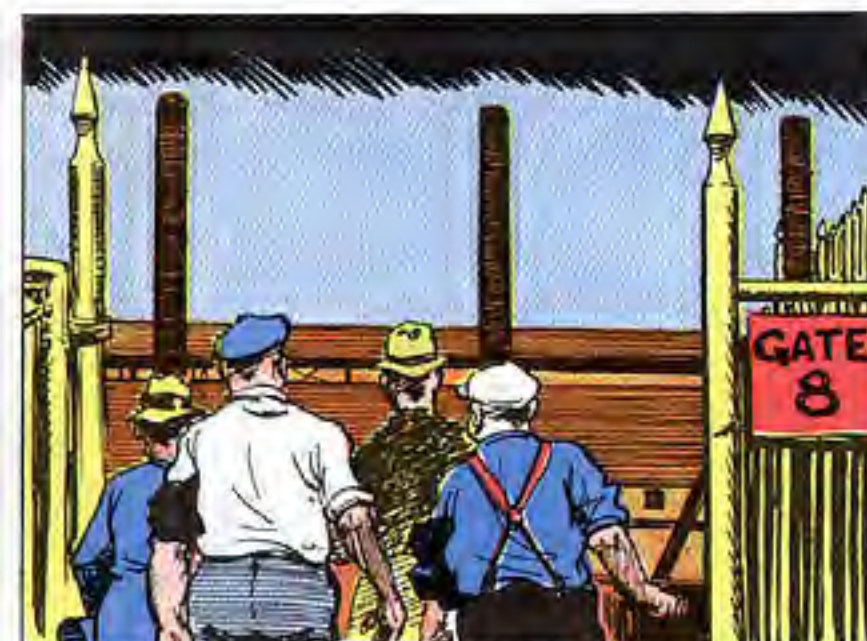
LIKE SO MANY OTHER YOUTHS WHO UNDER OUR DEMOCRATIC SYSTEM OF GOVERNMENT BY THEIR OWN EFFORTS CARVED A CAREER THAT BROUGHT THEM TO THE TOP, **CLARENCE W. AVERY** WAS BORN ON A FARM, NEAR DANVILLE, MICH. FEBRUARY 15, 1882. THE THOROUGHNESS THAT CLARENCE INHERITED MADE HIS FATHER'S HOMESTEAD OUTSTANDING IN THE COMMUNITY...



YOUNG AVERY'S FIRST EMPLOYMENT WHEN HE DECIDED TO LEAVE TILLING THE SOIL TO OTHERS WAS AS TEACHER OF A COUNTRY SCHOOL NEAR DANVILLE... SOME OF THE OLDER PUPILS WERE INCLINED TO RESENT SUCH A YOUTHFUL INSTRUCTOR, BUT HE SOON WON THEIR RESPECT AND COOPERATION...



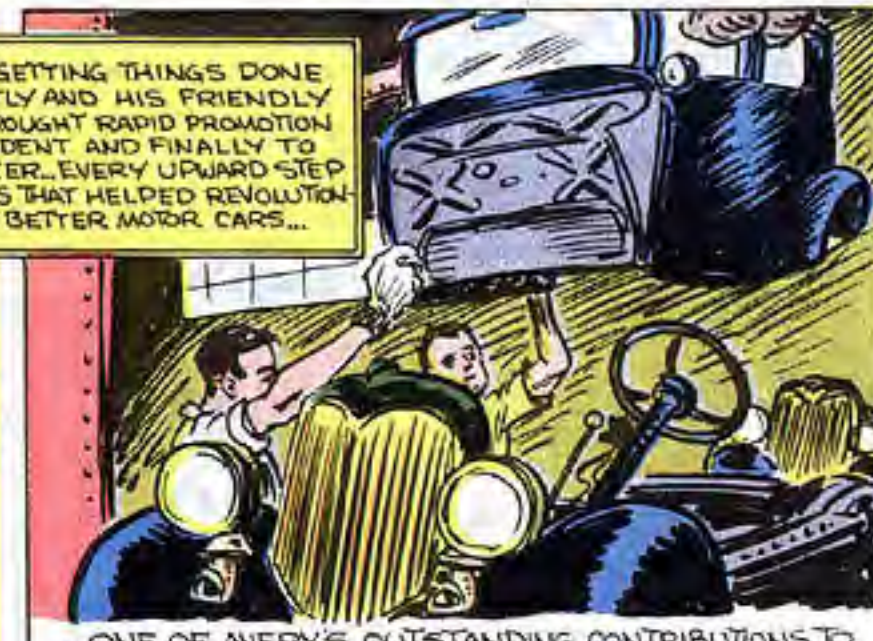
EARLY IN HIS TEACHING CAREER AVERY DISPLAYED AN APTITUDE FOR MECHANICS... AFTER LEAVING THE U.O.F.M. HE BECAME MANUAL TRAINING DIRECTOR IN THE BATTLE CREEK SCHOOL SYSTEM... AT 26 HE WAS AN INSTRUCTOR AT DETROIT UNIVERSITY SCHOOL... IN EACH SCHOOL HIS ABILITY AND LEADERSHIP WON THE ESTEEM OF FACULTY AND STUDENTS...



TEACHING A SELECT GROUP OF YOUTHS, MANY OF WHOM WERE LATER TO BECOME BUSINESS AND INDUSTRIAL LEADERS, HAD ITS COMPENSATIONS... BUT THE CREATIVE MECHANICAL URGE THAT HAD LED HIM TO BUILD A SMALL GASOLINE ENGINE ON HIS FATHER'S FARM MEANT MORE TO HIM... WITH A WIFE AND ONE CHILD HE GAVE UP HIS TEACHING JOB AT \$2,000 A YEAR TO ENTER THE EMPLOY OF THE FORD MOTOR CO., AS A STUDENT MECHANIC AT 25 CENTS AN HOUR, WHEN HE WAS 30...



AVERY'S FONDNESS FOR MECHANICS QUICKLY ASSERTED ITSELF... ONE OF HIS FIRST ACTS WAS TO TAKE A MODEL FORD APART DOWN TO THE LAST NUT AND BOLT TO FAMILIARIZE HIMSELF WITH EVERY DETAIL... THIS THOROUGHNESS THAT MARKED HIS EVERY ACTION LED TO HIS ADVANCEMENT TO THE RESPONSIBLE POST OF ASSISTANT STOCKMAN...



ONE OF AVERY'S OUTSTANDING CONTRIBUTIONS TO INDUSTRY WAS THE DEVELOPMENT FOR THE FORD MOTOR COMPANY OF A MOVING CONVEYOR LINE WHEREBY ASSEMBLING A MOTOR CAR BECAME LARGELY A CONTINUOUS PROCESS... HE BUILT FOR THE SAME COMPANY A PLANT FOR CONTINUOUS GLASS MAKING... HIS GENIUS ALSO RESULTED IN GREAT IMPROVEMENTS IN TIRE AND BATTERY PRODUCTION...

IN 1927 AVERY LEFT THE FORD MOTOR CO. TO JOIN MURRAY CORP. OF AMERICA AS ASSISTANT TO THE PRESIDENT... A YEAR LATER HE BECAME PRESIDENT AND CHAIRMAN OF THE BOARD... THE MURRAY CORP. THEN CONSISTED OF SEVERAL SCATTERED UNITS, MOST OF THEM DEBT-RIDDEN... HE CONSOLIDATED THEM INTO A SINGLE ORGANIZATION, REFINANCED TO BECOME A NATIONAL LEADER IN ITS FIELD...



WHEN WORLD WAR II BROKE, THE MURRAY CORP. OF AMERICA WAS CALLED UPON TO HELP IN PLANE PRODUCTION, BECAUSE HE WAS RECOGNIZED AS A KINDLY BUT EFFICIENT LEADER, AVERY WAS ABLE TO SURROUND HIMSELF WITH A GROUP OF EXPERTS HE PERSONALLY TRAINED WHILE THE PLANTS WERE BEING CONVERTED. HIS FINE, OUTSTANDING PERSONALITY BROUGHT COMPLETE CONFIDENCE FROM HIS EMPLOYEES, HIS STOCKHOLDERS AND THE PUBLIC. HIS SUCCESS IS EVIDENCED BY THE SPLENDID ORGANIZATION HE LEFT BEHIND WHEN HE PASSED ON MAY 13, 1949...

INDUSTRY WAS NOT THE ONLY FIELD TO BENEFIT FROM THE AVERY TOUCH... HE SERVED WITH DISTINCTION AS CHAIRMAN OF THE BOARD OF THE FEDERAL RESERVE BANK IN CHICAGO... HE WAS ACTIVE IN CIVIC AND CHARITABLE MOVEMENTS, TO WHICH HE RESPONDED WITH QUIET EFFECTIVENESS... ONE OF HIS INTERESTS WAS THE STARR COMMONWEALTH, NEAR ALBION, MICHIGAN, DEVOTED TO THE REHABILITATION OF BOYS AND THEIR TRAINING IN AGRICULTURE AND TRADES... TO THIS PROJECT MR. AVERY LENT BOTH FINANCIAL AND SUPERVISORY SUPPORT...



ONLY IN AMERICA, WITH ITS SYSTEM OF FREE ENTERPRISE THAT NOT ONLY GIVES FULL PLAY TO, BUT ENCOURAGES ABILITY AND INITIATIVE, WOULD IT BE POSSIBLE FOR A MAN TO RISE FROM THE HUMBLE POST OF A COUNTRY SCHOOL TEACHER TO HEAD ONE OF THE NATION'S GREAT INDUSTRIES AND WIN THE RESPECT OF MANAGEMENT AND LABOR AS DID CLARENCE W. AVERY.





# JOHN D. ROCKEFELLER, SR.

1839-1937, Gave Millions for Mankind's Welfare

JOHN D. ROCKEFELLER, SR., WAS BORN JULY 8, 1839, IN RICHFORD, N. Y. HIS FATHER WAS AN ITINERANT TRADER AND "PATENT MEDICINE" VENDOR, HIS MOTHER A DEVOUT CHRISTIAN.



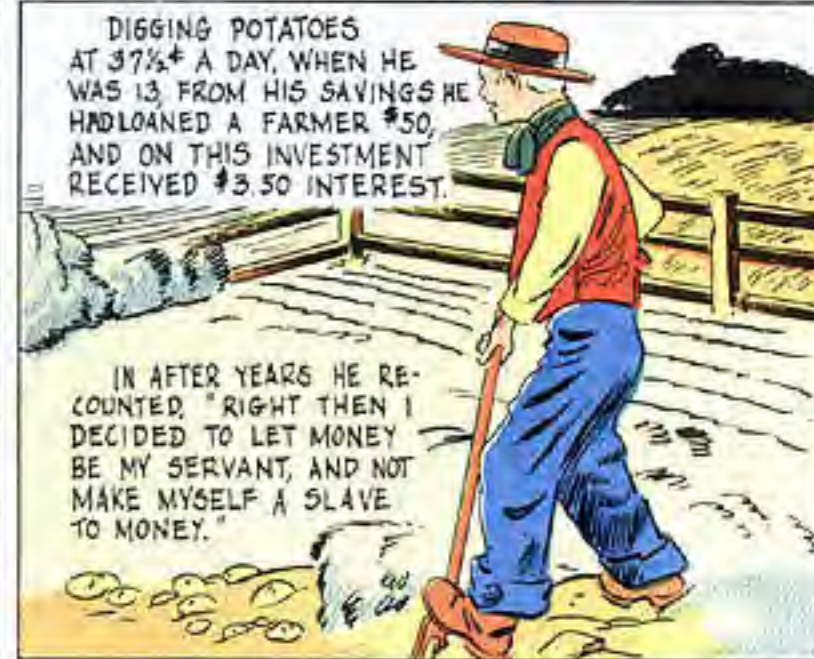
ALWAYS TAUGHT THRIFT, YOUNG JOHN'S FIRST BUSINESS VENTURE CAME THROUGH TRAILING A TRUANT HEN TURKEY TO HER STOLEN NEST, WATCHING OVER THE YOUNG BIRDS UNTIL THEY MATURED. WHEN THE BIRDS WERE FULL-GROWN HE SOLD THEM FOR ENOUGH TO ENABLE HIM TO START TURKEY FARMING ON A LARGER SCALE THE NEXT YEAR.

REGULAR ATTENDANCE AT SUNDAY SCHOOL WAS A PART OF THE UPRISING OF THE BOY WHOSE EARLY RELIGIOUS TRAINING CARRIED ON THROUGH HIS LONG LIFE.



DIGGING POTATOES AT 37¢ A DAY, WHEN HE WAS 13, FROM HIS SAVINGS HE HAD LOANED A FARMER \$50, AND ON THIS INVESTMENT RECEIVED \$3.50 INTEREST.

IN AFTER YEARS HE RECOUNTED, "RIGHT THEN I DECIDED TO LET MONEY BE MY SERVANT, AND NOT MAKE MYSELF A SLAVE TO MONEY."



YOUNG JOHN'S EDUCATION WAS GAINED IN VARIOUS PLACES, AS THE FAMILY MOVED ABOUT. ONE STINT CONSISTED OF WALKING DAILY WITH HIS BROTHER WILLIAM, TO AND FROM AN ACADEMY THREE MILES FROM THEIR HOME.



LADY LUCK DID NOT SMILE ON THIS YOUNG MAN WHEN, AFTER GRADUATING FROM HIGH SCHOOL, HE TRAMPED CLEVELAND'S STREETS FOR A MONTH SEEKING A JOB. HE FINALLY ACCEPTED A POSITION AS BOOKKEEPER WITH A PRODUCE COMMISSION HOUSE FOR \$300 A YEAR, AND EARNESTLY DUG IN.



DECIDING TO BRANCH OUT FOR HIMSELF, AT 18 ROCKEFELLER, WITH \$900 HE HAD SAVED, AND \$1,000 BORROWED FROM HIS FATHER, AT 10% INTEREST, FORMED A COMMISSION HOUSE PARTNERSHIP WITH A FRIEND.

ALONG WITH THE OFFICE DETAIL, HE WENT INTO THE COUNTRY, AND SOLICITED CONSIGNMENTS OF PRODUCE FROM FARMERS AND VILLAGE DEALERS. THE NEW FIRM PROSPERED MIGHTILY.



IN 1863, WHEN HE WAS ONLY 24, ROCKEFELLER, ALWAYS ON THE ALERT, HELPED ORGANIZE A COMPANY IN CLEVELAND TO EXTRACT THE NEWLY DEVELOPED KEROSENE FROM PETROLEUM. WITH CHARACTERISTIC ENERGY, HE ROLLED BARRELS AND PERFORMED OTHER MANUAL LABOR WHILE ATTENDING TO THE DETAILS. PROFITS WERE BIG, EXPANSION RAPID.



ALTHOUGH HIS OWN COMPANY PROSPERED, THE DEPRESSION OF 1866, OVER-PRODUCTION, CUT-THROAT COMPETITION, WASTE AND INEFFICIENCY CAUSED SUCH UNSETTLED CONDITIONS THAT ROCKEFELLER DEVELOPED AN IDEA TO FORM A GREAT, SOUNDLY-FINANCED COMPANY TO TAKE THE LEADERSHIP IN THE INDUSTRY.



IN 1870, FROM THIS IDEA, GREW THE GREAT CORPORATION ON WHICH THE ROCKEFELLER FORTUNE AND PHILANTHROPIES WERE BASED.



FOLLOWING A PLAN OF GIVING BEGUN IN HIS YOUTH, ROCKEFELLER SOUGHT WIDER AVENUES OF USEFULNESS. ONE OF HIS FIRST MAJOR CONTRIBUTIONS WAS \$600,000 IN 1889 TO ASSIST IN ESTABLISHING THE UNIVERSITY OF CHICAGO.

THE CROWNING ACHIEVEMENT OF THE ROCKEFELLER BENEVOLENCES IS THE ROCKEFELLER INSTITUTE FOR MEDICAL RESEARCH IN NEW YORK CITY. WORLD FAMOUS, IT IS DEVOTED TO EXPERIMENTATION LOOKING TOWARD DISCOVERY OF THE CAUSES AND CURE OF DISEASE.



THROUGH HIS CLOSING YEARS JOHN D. ROCKEFELLER WATCHED WITH UNABATED INTEREST THE EXTENSION ALL OVER THE GLOBE OF THE ACTIVITIES OF THE ROCKEFELLER FOUNDATION FUND FOR THE ADVANCEMENT OF THE WELL-BEING OF MANKIND THROUGHOUT THE WORLD.



(HIS TOTAL GIFTS FINALLY EXCEEDED \$530,000,000)



DON'T WAIT FOR OPPORTUNITY TO KNOCK ON YOUR DOOR BUT GO OUT AND CREATE IT, WAS THE GUIDING PRINCIPLE OF A MAN WHO ROSE FROM OBSCURITY TO THE TOP RUNG OF SUCCESS IN A LAND WHERE FREE ENTERPRISE MAKES SUCH ADVANCEMENT POSSIBLE.

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